



Volusia County
Economic Development
Second Quarter 2017 Update:
August 4, 2017

Introduction by County Chair, Ed Kelley

The Volusia County Council is pleased to present the most recent economic indicators that impact our county. We trust this information will be of value to you in your day-to-day business planning.

Economic Development is a “team sport” in Volusia County. It is essential that public and private sectors work arm in arm as we seek to promote economic prosperity in our community.

Since the first quarter of 2008, the county’s Economic Development Division has hosted an economic update breakfast that we call our “Q” meetings. As we all work together to achieve our economic objectives, it’s essential that we understand the economic indicators that influence our decisions.

The purpose of the “Q” briefings is to share this information with business leaders and decision-makers to enhance awareness of important economic facts.

The “Q” meetings are also an opportunity to network, share ideas, and build relationships.

The Economic Development Division has other economic data that is available to you. Please do not hesitate to seek our assistance.

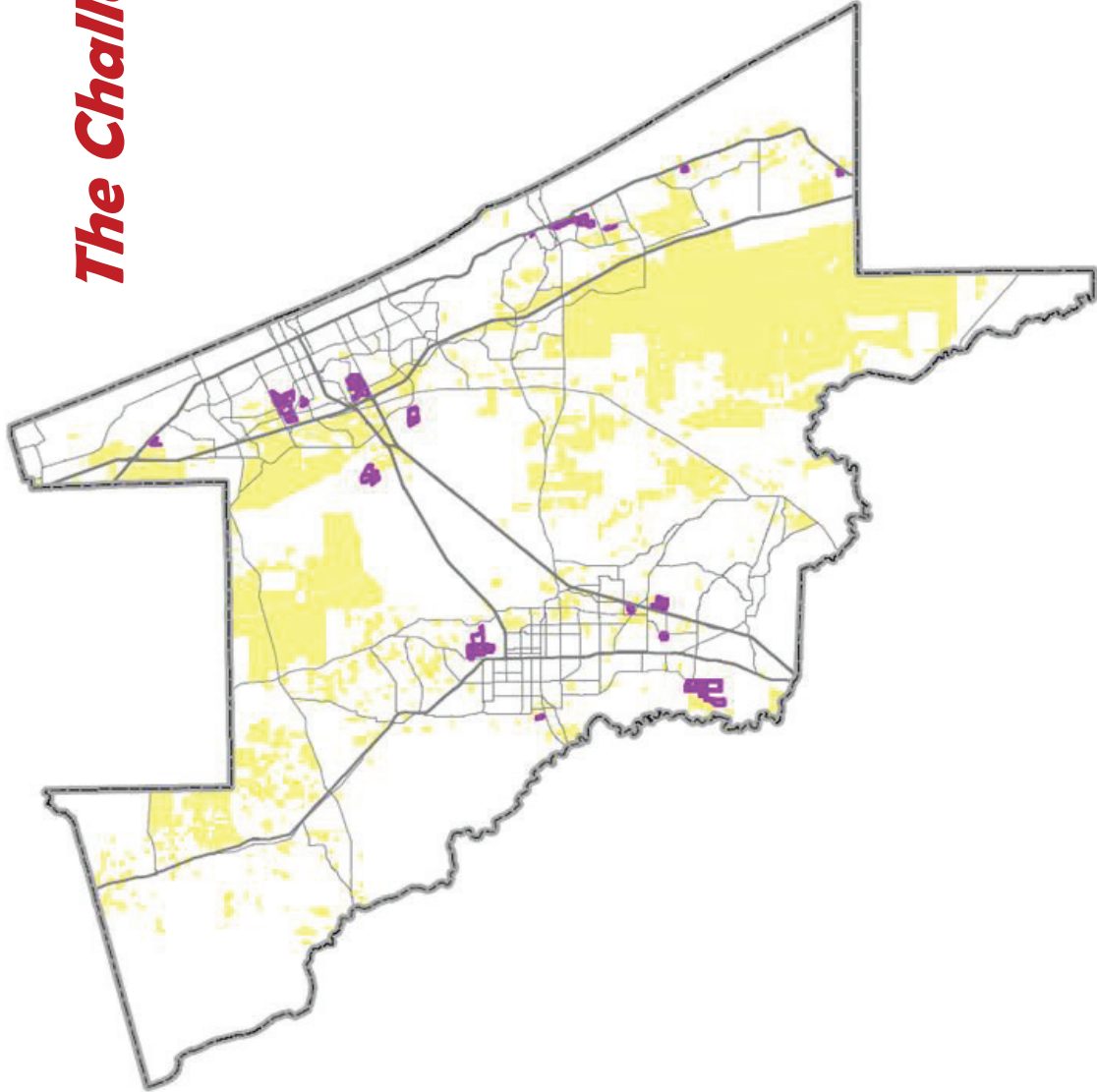
We welcome your input and participation in today’s “Q” briefing.



A handwritten signature in blue ink that reads "Ed Kelley". The signature is written in a cursive, flowing style.

Ed Kelley and members of the Volusia County Council

Volusia County Economic Development Industrial Lands Study (EDILS)



The Challenge: Find suitable industrial development parcels within Volusia County

The Solution: A countywide GIS-based parcel database

Parcel Size (acres)	Vacant Industrial Parcels		Vacant Non-Industrial Parcels with Industrial Potential	
	Number of Parcels	Combined Acreage	Number of Parcels	Combined Acreage
25-49	17	634	626	21,501
50-99	15	1,008	355	24,808
100-199	13	1,621	235	32,406
>200	2	456	243	94,310
Total	47	3,719	1,459	173,025

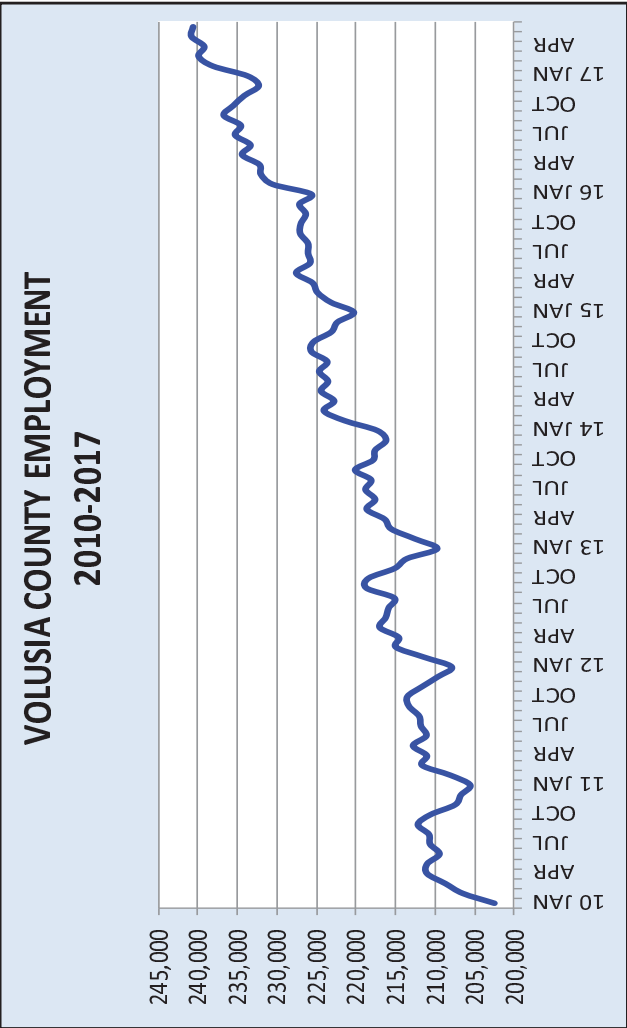
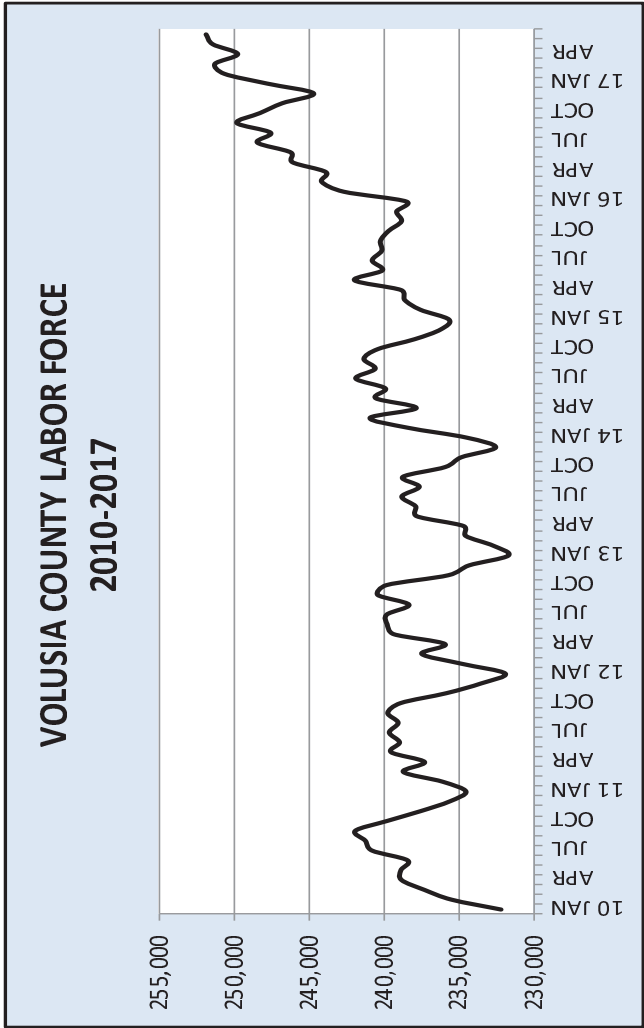
Quarterly Labor Statistics (Not Seasonally Adjusted)

Labor Force				
	2Q'17	2Q'16	Net Change	% Change
Volusia County	251,064	245,432	5,632	2.3%
Florida	10,123,000	9,803,667	319,333	3.3%
USA	160,377,667	159,141,000	1,236,667	0.8%

Unemployment				
	2Q'17	2Q'16	Net Change	% Change
Volusia County	10,823	12,072	-1,249	-10.3%
Florida	418,000	464,333	-46,333	-10.0%
USA	6,792,333	7,588,000	-795,667	-10.5%

Unemployment Rate		
	2Q'17	2Q'16
Volusia County	4.3%	4.9%
Florida	4.1%	4.7%
USA	4.2%	4.8%

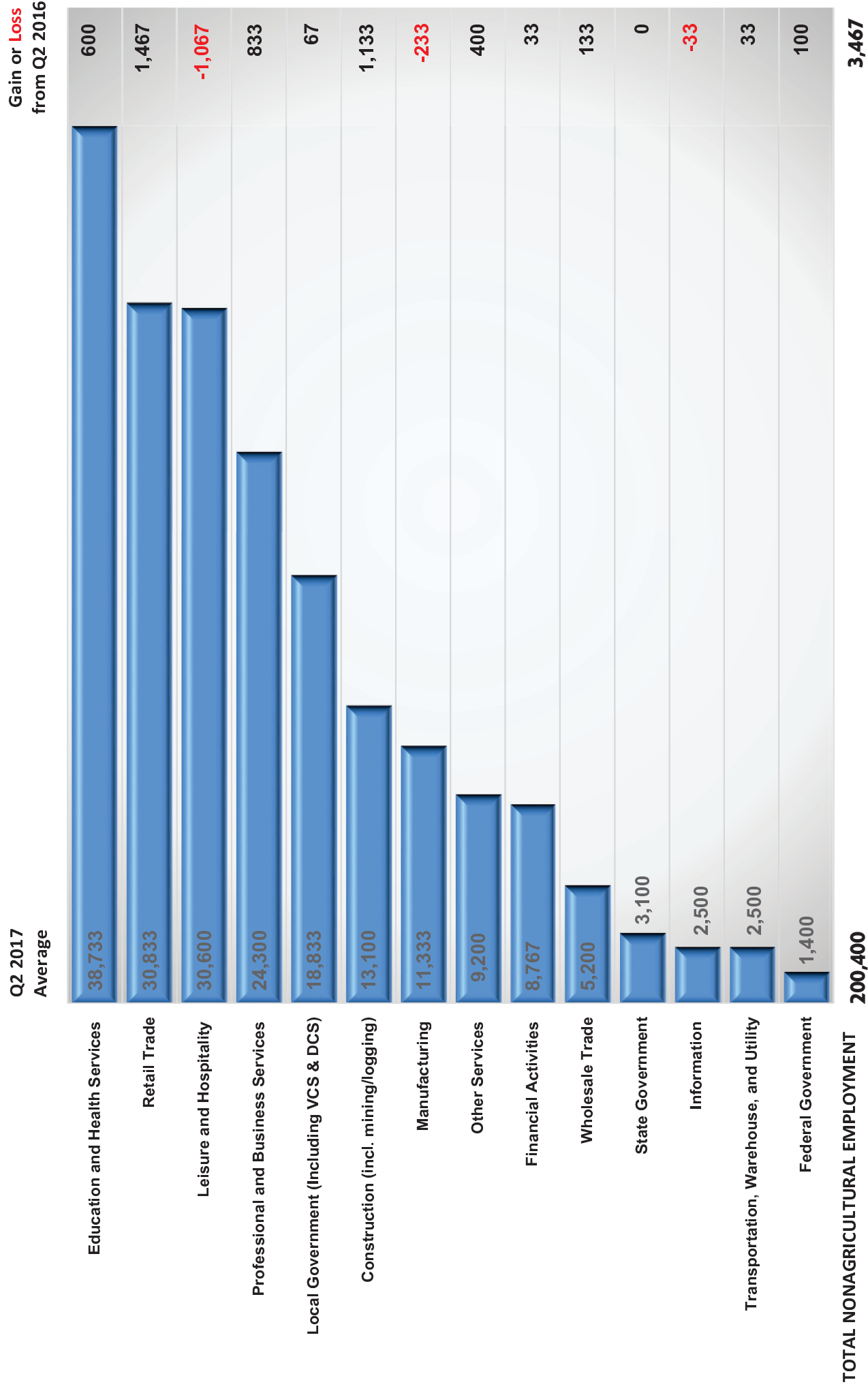
Monthly Labor Trends (Not Seasonally Adjusted)



Source: Florida Department of Economic Opportunity (DEO), Local Area Unemployment Statistics (LAUS).

03 4820 Economic development data for the second quarter of 2017.

Employment Trend Comparison by Major Industry



Source: Florida Department of Economic Opportunity (DEO), Current Employment Statistics (CES) for Deltona-Daytona-Ormond MSA (includes Flagler County)

03-6

County & Municipal Employment

Volusia County					Daytona Beach					DeLand				
<u>2Q 2017</u>	APR	MAY	JUN	Avg.	<u>2Q 2017</u>	APR	MAY	JUN	Avg.	<u>2Q 2017</u>	APR	MAY	JUN	Avg.
Labor Force	249,800	251,472	251,921	251,064	Labor Force	30,613	30,889	30,923	30,808	Labor Force	13,447	13,519	13,609	13,525
Employment	239,238	240,842	240,643	240,241	Employment	29,066	29,261	29,237	29,188	Employment	12,828	12,914	12,903	12,882
Unemployed	10,562	10,630	11,278	10,823	Unemployed	1,547	1,628	1,686	1,620	Unemployed	619	605	706	643
% Unemployed	4.2%	4.2%	4.5%	4.3%	% Unemployed	5.1%	5.3%	5.5%	5.3%	% Unemployed	4.6%	4.5%	5.2%	4.8%

<u>2Q 2016</u>	APR	MAY	JUN	Avg.	<u>2Q 2016</u>	APR	MAY	JUN	Avg.
Labor Force	243,904	246,139	246,253	245,432	Labor Force	29,928	30,278	30,425	30,210
Employment	232,252	234,439	233,389	233,360	Employment	28,217	28,483	28,355	28,352
Unemployed	11,652	11,700	12,864	12,072	Unemployed	1,711	1,795	2,070	1,859
% Unemployed	4.8%	4.8%	5.2%	4.9%	% Unemployed	5.9%	6.8%	7.0%	6.2%

Source: Florida Department of Economic Opportunity (DEO). Local Area Unemployment Statistics (LAUS)

County & Municipal Employment

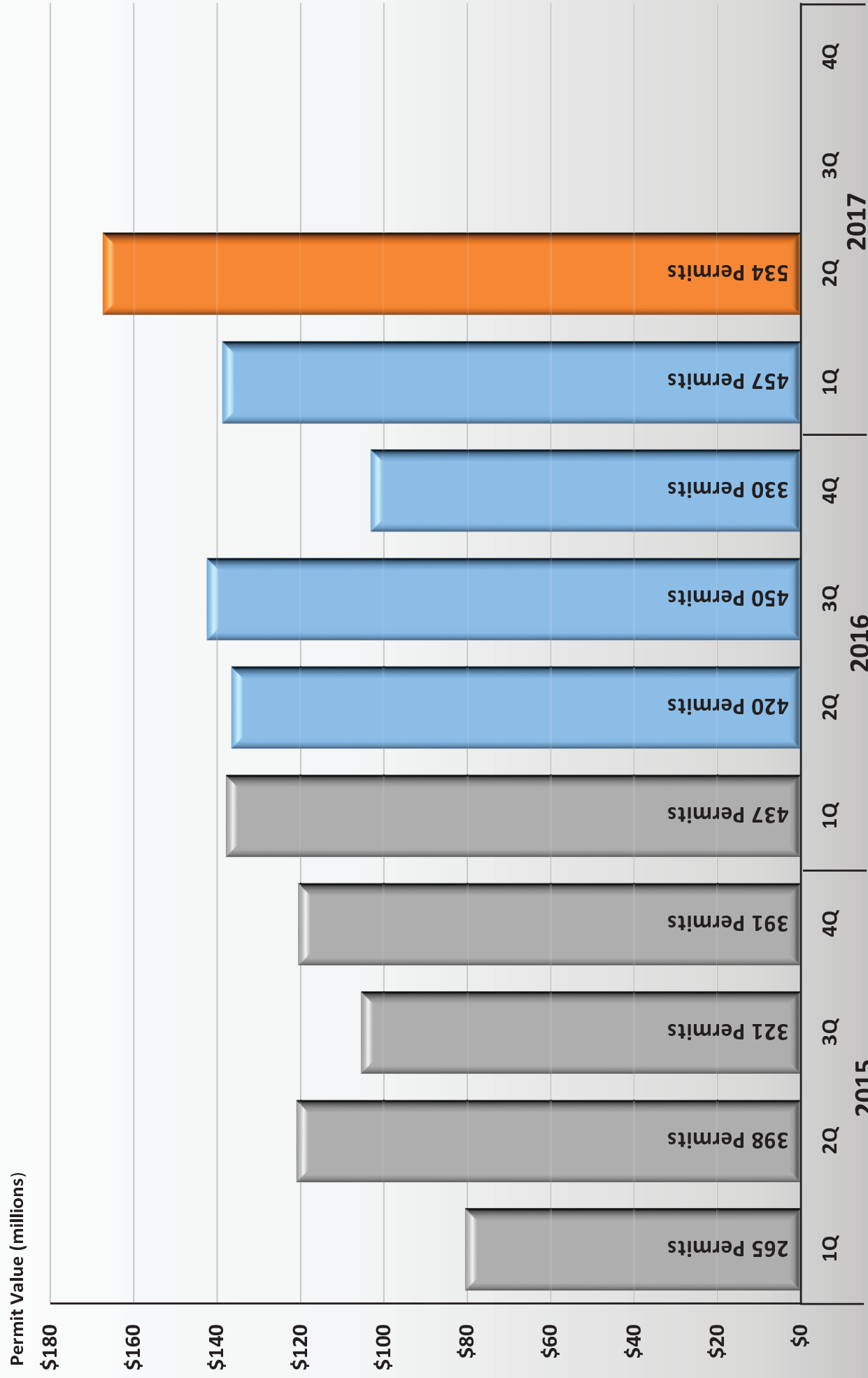
Deltona					Ormond Beach					Port Orange				
<u>2Q 2017</u>	APR	MAY	JUN	Avg.	<u>2Q 2017</u>	APR	MAY	JUN	Avg.	<u>2Q 2017</u>	APR	MAY	JUN	Avg.
Labor Force	44,337	44,558	44,696	44,530	Labor Force	19,478	19,600	19,645	19,574	Labor Force	30,843	30,996	31,056	30,965
Employment	42,334	42,618	42,583	42,512	Employment	18,722	18,848	18,832	18,801	Employment	29,692	29,892	29,867	29,817
Unemployed	2,003	1,940	2,113	2,019	Unemployed	756	752	813	774	Unemployed	1,151	1,104	1,189	1,148
% Unemployed	4.5%	4.4%	4.7%	4.5%	% Unemployed	3.9%	3.8%	4.1%	4.0%	% Unemployed	3.7%	3.6%	3.8%	3.7%
<u>2Q 2016</u>	APR	MAY	JUN	Avg.	<u>2Q 2016</u>	APR	MAY	JUN	Avg.	<u>2Q 2016</u>	APR	MAY	JUN	Avg.
Labor Force	43,288	43,621	43,648	43,519	Labor Force	18,997	19,179	19,180	19,119	Labor Force	30,134	30,427	30,361	30,307
Employment	41,098	41,485	41,299	41,294	Employment	18,175	18,347	18,264	18,262	Employment	28,825	29,097	28,966	28,963
Unemployed	2,190	2,136	2,349	2,225	Unemployed	822	832	916	857	Unemployed	1,309	1,330	1,395	1,345
% Unemployed	5.1%	4.9%	5.4%	5.1%	% Unemployed	4.3%	4.3%	4.8%	4.5%	% Unemployed	4.3%	4.4%	4.6%	4.4%

Source: Florida Department of Economic Opportunity (DEO). Local Area Unemployment Statistics (LAUS)

03-8

03 4820 Economic development data for the second quarter of 2017.

Volusia County Residential "New Construction" Building Permit Data



Source: Cities and County permit offices reporting new construction activity

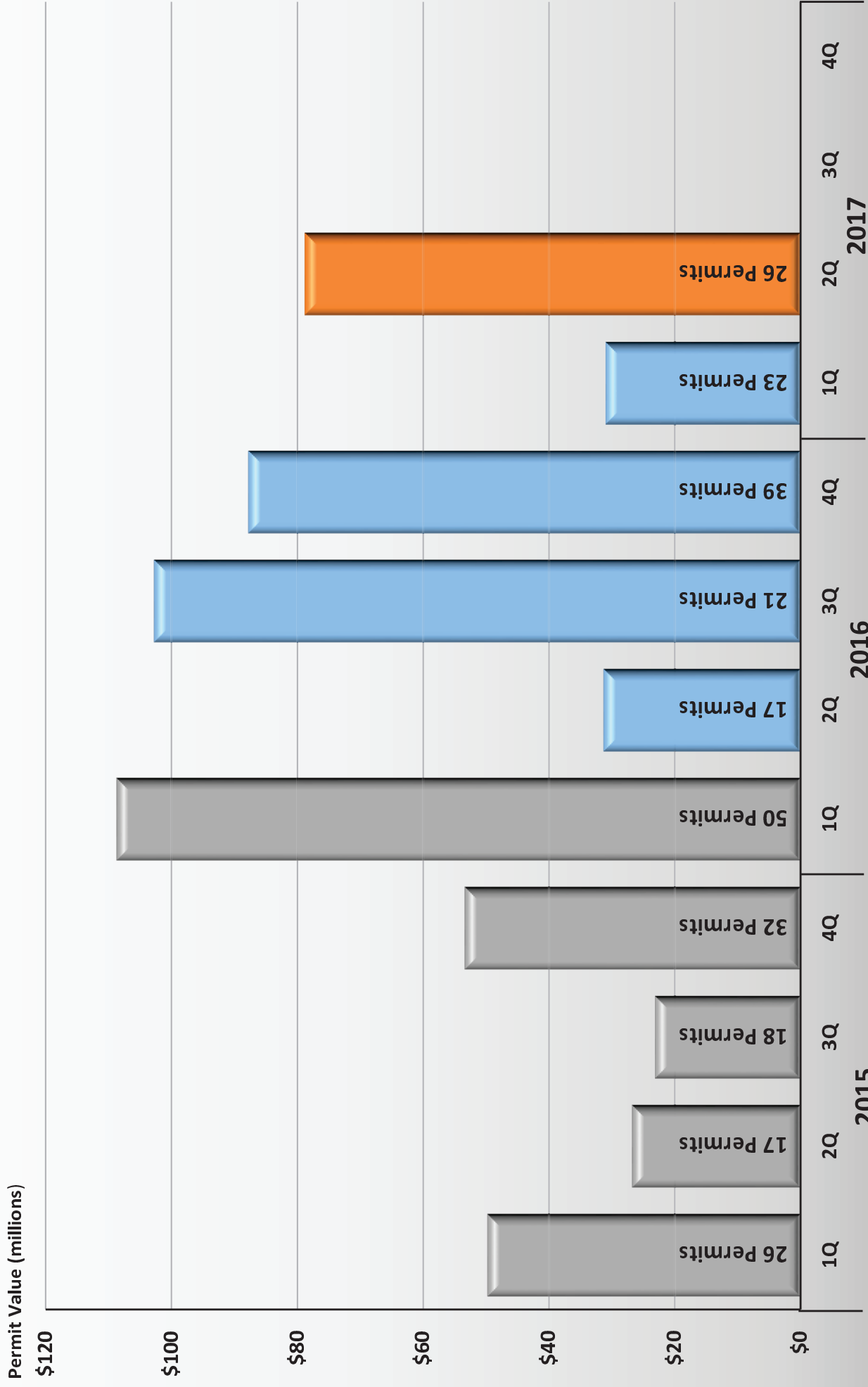
Volusia County Residential "New Construction" Building Permit Data

	2nd Qtr 2016		3rd Qtr 2016		4th Qtr 2016		1st Qtr 2017		2nd Qtr 2017	
	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value
Daytona Beach	47	\$10,221,053	43	\$11,987,323	11	\$3,628,408	8	\$2,568,673	8	\$2,456,426
Daytona Beach Shores	1	\$285,000	0		0		0		1	\$1,483,000
DeBary	14	\$5,626,973	12	\$3,925,542	9	\$3,916,612	21	\$7,854,747	34	\$13,501,722
Deland	116	\$38,709,509	94	\$30,709,013	70	\$23,081,726	88	\$29,637,887	78	\$24,407,180
Deltona	30	\$14,126,127	40	\$12,081,148	26	\$7,396,822	47	\$12,504,121	42	\$11,846,520
Edgewater	8	\$1,546,766	8	\$1,048,615	8	\$1,206,333	11	\$1,694,135	18	\$3,359,825
Holly Hill	0		2	\$105,000	0		0		2	\$371,000
Lake Helen	4	\$1,025,227	0		0		1	\$291,508	1	\$370,000
New Smyrna Beach	84	\$25,677,361	95	\$31,573,536	66	\$22,391,906	76	\$26,328,749	100	\$38,120,938
Oak Hill	2	\$311,935	3	\$454,616	0		2	\$333,950	3	\$385,990
Orange City	2	\$1,147,256	9	\$4,891,716	2	\$576,000	17	\$5,046,000	5	\$1,456,000
Ormond Beach	35	\$10,963,711	50	\$16,028,547	31	\$9,075,164	47	\$15,484,238	47	\$15,890,978
Pierson	0		0		0		0		0	\$0
Ponce Inlet	5	\$3,441,264	2	\$1,090,000	0		1	\$298,000	3	\$1,355,259
Port Orange	13	\$5,009,349	10	\$3,293,661	34	\$10,922,226	64	\$15,309,945	60	\$18,547,392
South Daytona	0		0		0		0		0	\$0
Unincorporated	59	\$18,402,853	82	\$25,182,038	73	\$20,929,147	74	\$21,383,927	132	\$33,804,581
Totals for Quarter	420	\$136,494,384	450	\$142,370,755	330	\$103,124,344	457	\$138,735,880	534	\$167,356,811

Source: City and County permit offices reporting new construction activity.

03-10

Volusia County Commercial "New Construction" Building Permit Data



Source: Cities and County permit offices reporting new construction activity

Volusia County Commercial "New Construction" Building Permit Data

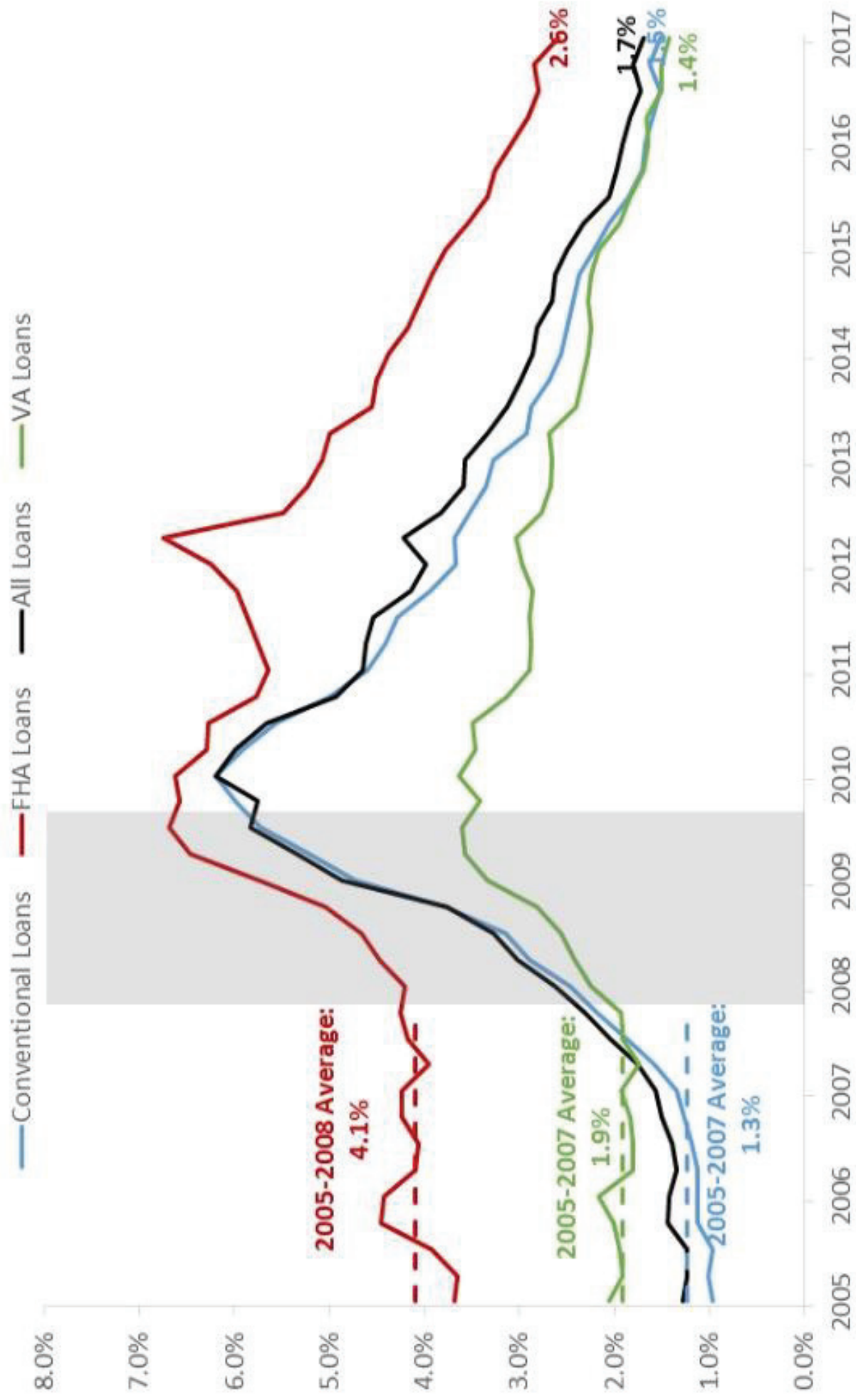
	2nd Qtr 2016		3rd Qtr 2016		4th Qtr 2016		1st Qtr 2017		2nd Qtr 2017	
	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value
Daytona Beach	5	\$19,371,620	5	\$69,284,280	11	\$15,931,369	8	\$3,757,023	11	\$47,777,355
Daytona Beach Shores	0		1	\$471,537	0		0		2	\$13,486,344
DeBary	2	\$1,935,651	0		3	\$1,331,847	0		1	\$200,000
Deland	2	\$5,643,000	4	\$12,074,765	3	\$23,794,489	5	\$8,986,634	2	\$3,217,079
Deltona	0		3	\$9,052,299	0		1	\$12,633,572	0	\$0
Edgewater	0		1	\$513,000	0		0		0	\$0
Holly Hill	1	\$65,000	0		1	\$8,000	1	\$17,500	1	\$30,000
Lake Helen	0		0		0		0		0	\$0
New Smyrna Beach	2	\$1,575,000	4	\$5,131,279	3	\$11,295,942	0		1	\$1,084,844
Oak Hill	0		0		0		0		0	\$0
Orange City	1	\$363,854	0		1	\$678,000	2	\$2,614,000	1	\$2,855,000
Ormond Beach	0		2	\$1,277,056	1	\$1,517,106	1	\$630,000	2	\$2,487,947
Pierson	0		0		0		0		0	\$0
Ponce Inlet	0		0		0		0		0	\$0
Port Orange	3	\$2,250,006	0		16	\$33,235,118	4	\$2,267,165	0	\$0
South Daytona	0		0		0		0		0	\$0
Unincorporated	1	\$112,602	1	\$5,000,000	0		1	\$10,000	5	\$7,624,234
Totals for Quarter	17	\$31,316,733	21	\$102,804,216	39	\$87,791,871	23	\$30,915,894	26	\$78,762,803

Source: City and County permit offices reporting new construction activity.

03-12

03 4820 Economic development data for the second quarter of 2017.

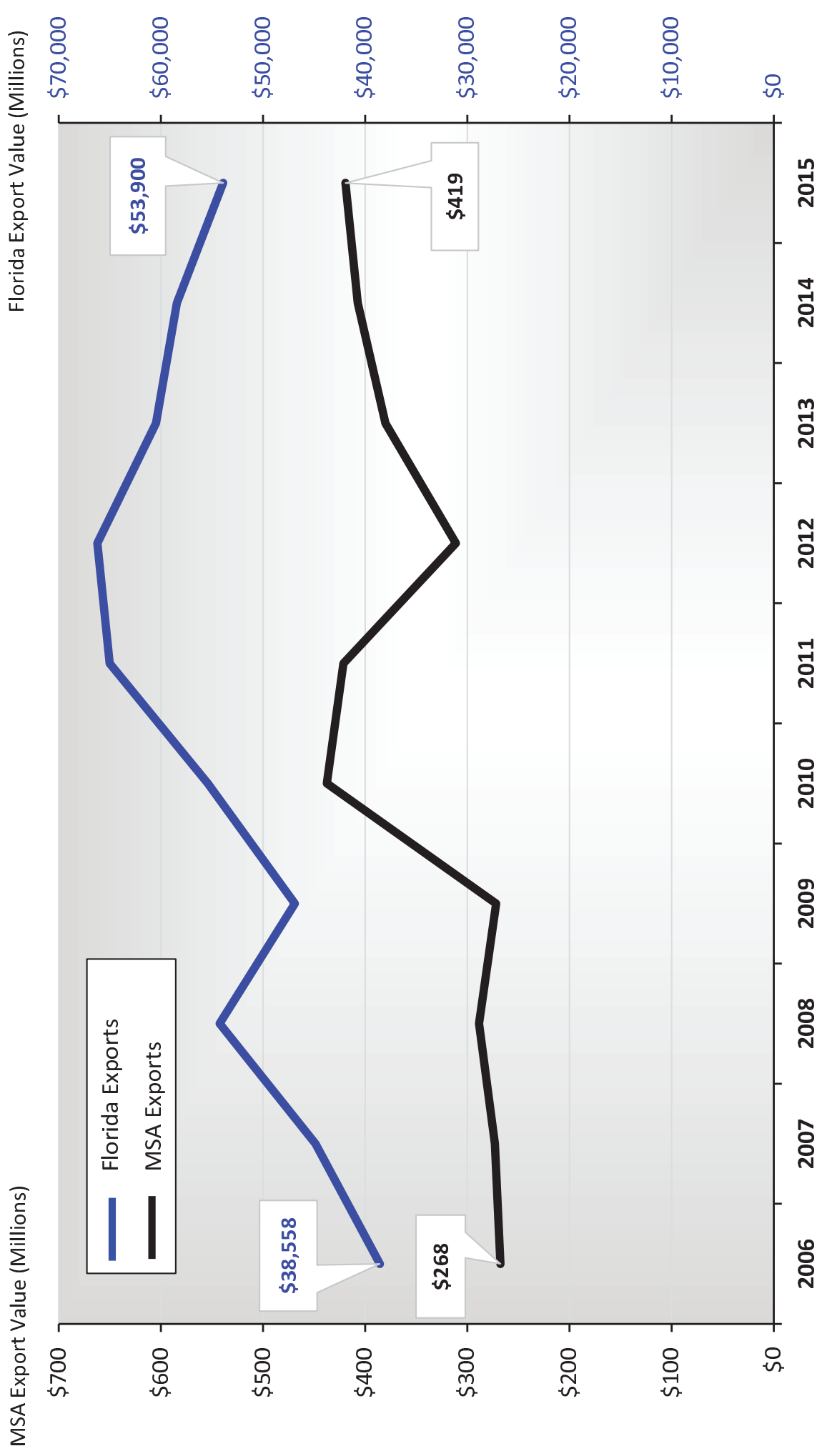
Ninety or More Days Late or Foreclosure Started Rate



Source: MBA; NAHB eyeonhousing.org, May 24, 2017

Florida and Deltona-Daytona-Ormond MSA Export Trends

2006 - 2015



Source: Office of Trade and Economic Analysis (OTE), Industry and Analysis, International Trade Administration, U.S. Department of Commerce

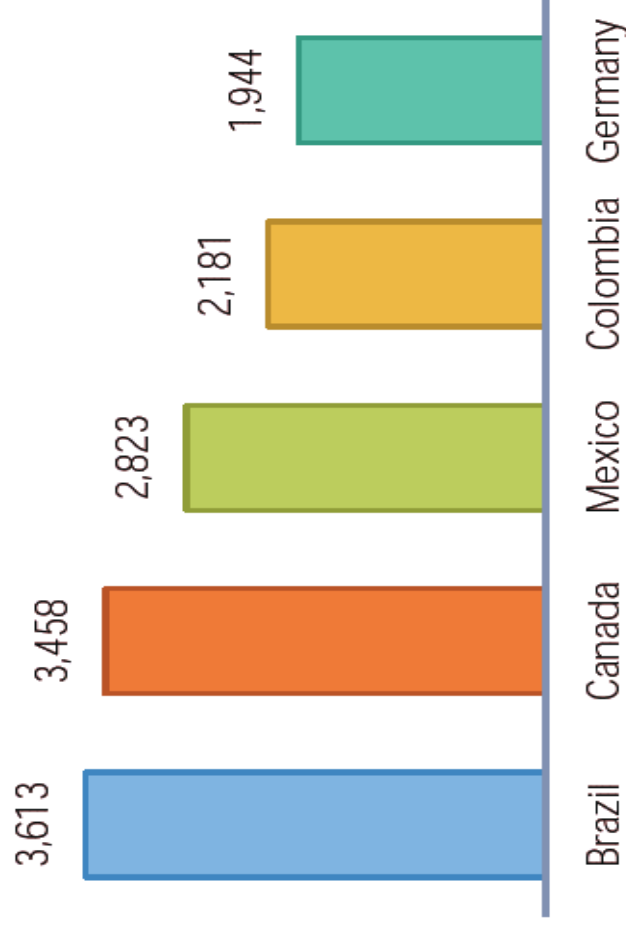
03-14

03 4820 Economic development data for the second quarter of 2017.

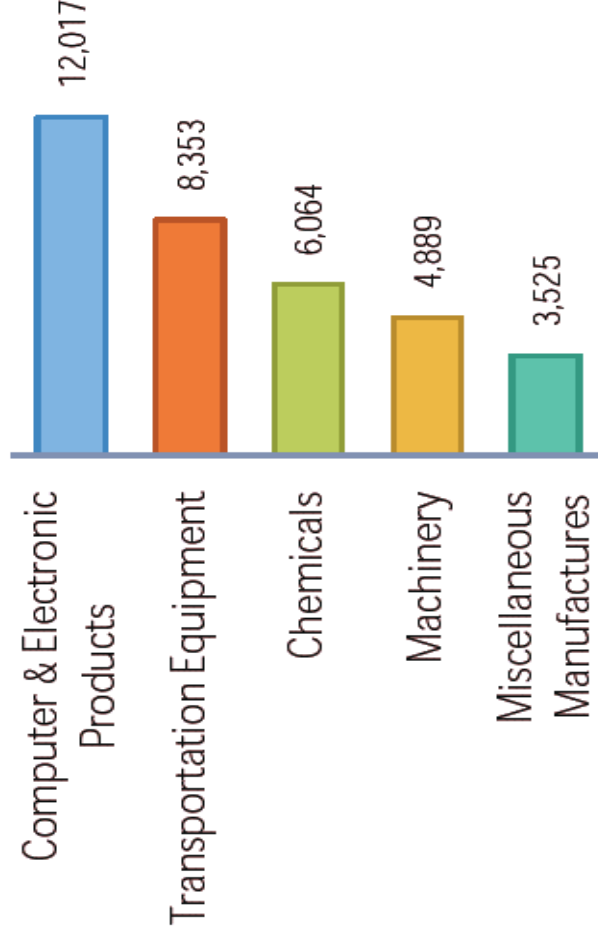
\$52.0 billion

Florida goods exports in 2016

Florida's Top 5 Export Markets
(Millions of U.S. Dollars)



Florida's Top 5 Export Categories
(Millions of U.S. Dollars)



Prepared by the Office of Trade and Economic Analysis, International Trade Administration, U.S. Department of Commerce.

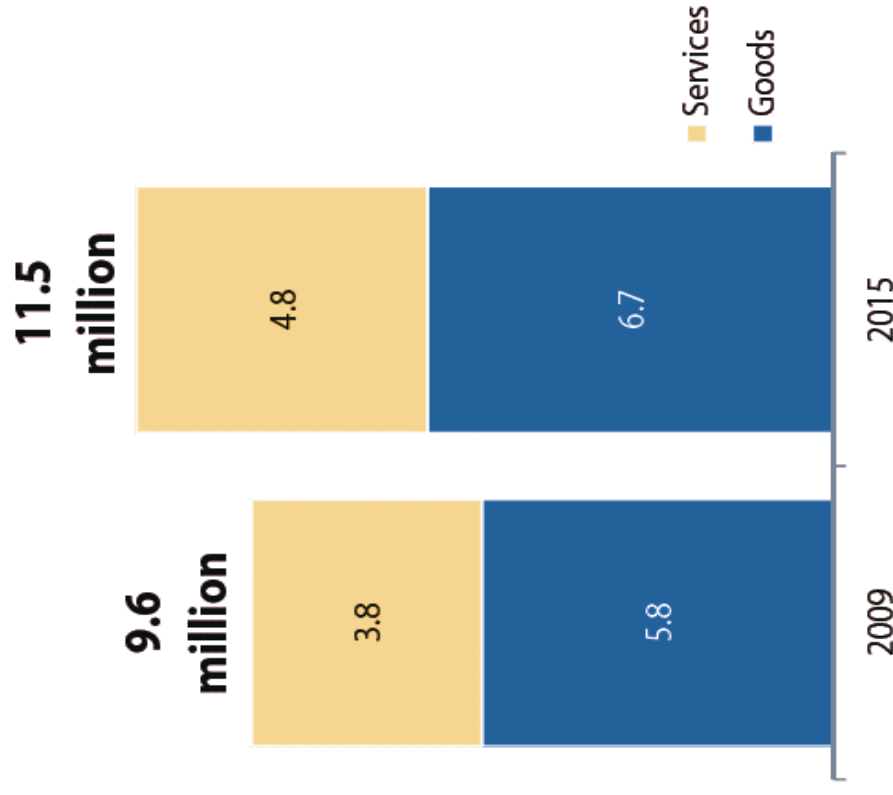
Jobs Supported by Total U.S. Exports

Up by 1.9 Million Jobs Since 2009

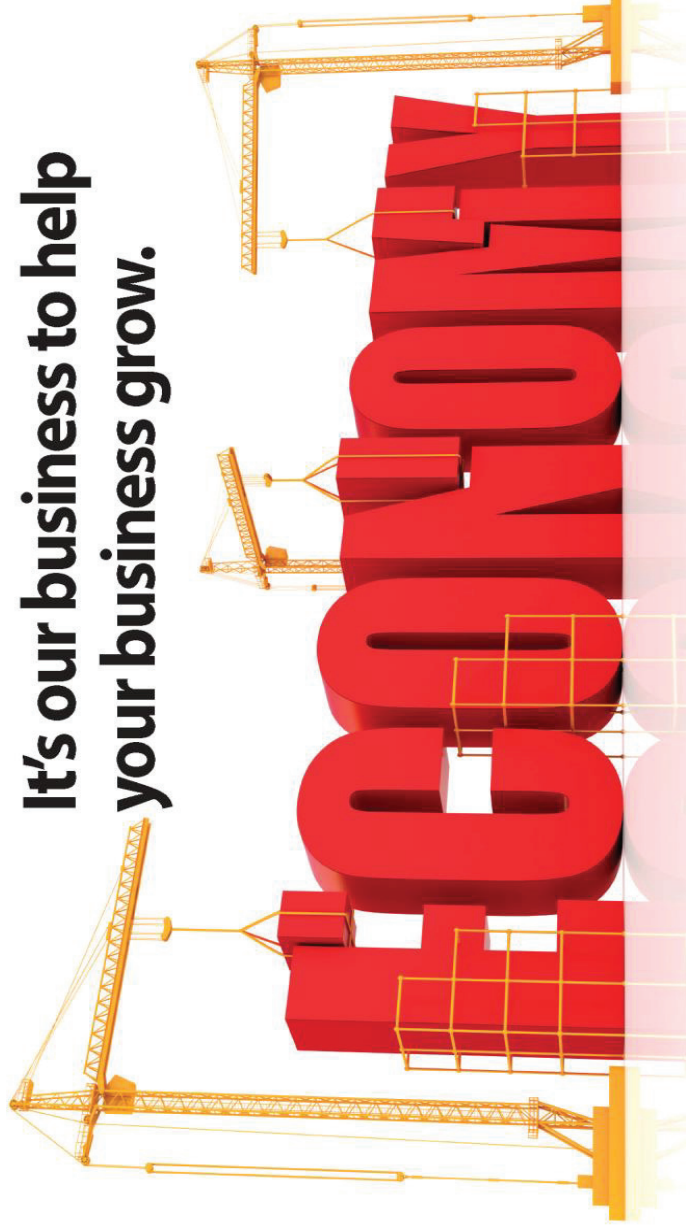
243,755

U.S. jobs supported
by goods exports
from Florida in 2015

94% of these jobs
were supported by
manufactured goods
exports



It's our business to help your business grow.



The Volusia County Economic Development Division is a free resource available to businesses in Volusia County needing assistance with business planning in the areas of:

- top line revenue growth,
- hiring and training,
- financing/loan opportunities,
- product/facility improvements, and
- supply chain issues.

The division specializes in assisting manufacturing and knowledge-based companies with high growth potential who require capital investment (i.e. corporate headquarters, research and development facilities, etc.) and are in targeted industries such as aviation and aerospace, clean tech, financial/professional services, homeland security/defense, infotech and life sciences.

The division is a partner with Volusia County's cities and chambers of commerce to promote the growth of new jobs in their communities.

Call our office or visit our web site at **floridabusiness.org** for detailed information about available services.

Report published quarterly by Volusia County Economic Development Division
Daytona Beach International Airport, 700 Catalina Drive, Suite 200, Daytona Beach, Florida 32114
386.248.8048 or 800.554.3801 **floridabusiness.org**



Economic Development

Quarterly

An official publication of the Volusia County Economic Development Division

Third Quarter 2017

*Completion of Phase 1 anticipated
DaVita Labs' expansion well underway*



Completion of Phase 1 anticipated

DaVita Labs' expansion well underway



DaVita Labs' expansion will accommodate continued growth of the company's facilities in DeLand. The most recent expansion got underway in September with groundbreaking on a new \$30 million facility. Phase One occupancy is expected to begin this month.

DaVita Labs is a diagnostic laboratory that works with dialysis organizations and physician practices to serve nearly 200,000 patients annually at the DeLand complex. It is a division of DaVita Kidney Care, a leading provider of kidney care in the United States that delivers dialysis services to patients with chronic kidney disease and end-stage renal disease.

The company currently occupies 137,000 square feet of space in a five-building complex in DeLand. The new medical lab, which will be about 160,000 square feet, will be in the DeLand Municipal Airport's Northwest Business Park.

"DaVita Labs currently employs about 350 people in DeLand who help deliver high-quality health care

technology," said Steve Burley, economic development manager for the City of DeLand. "This expansion, and the increasing demand for dialysis services, will lead to increased employment opportunities in coming years."

The laboratories feature the latest in renal-specific methodology and technology for delivering quality test results. The DaVita Labs clinical laboratory team is led by experienced scientists and pathologists and receives formal guidance from top nephrologists in the industry.

Partnerships with the City of DeLand, Volusia County Government, Enterprise Florida, CareerSource Flagler/Volusia and Duke Energy made the project possible.

"DaVita Labs is happy to have found its home here in DeLand," said Jason Cline, vice president and general manager of DaVita Labs. "This expansion further reflects our commitment to this community and to delivering high-quality health care services to the patients we serve."

"It's gratifying to see a growing company like DaVita expand here in Volusia County," said Rob Ehrhardt, director of Volusia County's Economic Development Division. "This is a welcome investment by a nationally recognized brand that provides job opportunities to our community. It underscores the fact that Volusia County is 'open for business.'"

Team Volusia takes part in Paris Air Show



Left to right – Dr. Barry Butler, president of Embry-Riddle Aeronautical University; Chris Appleton, CFO of Embraer North America; Stan Connally, vice chair of Enterprise Florida and chairman, president and CEO of Gulf Power; Manny Marcia, senior vice president of international trade and investment for Enterprise Florida.



Left to right – Keith Norden with David Melcher, president and CEO of Aerospace Industries Association, at the Paris Air Show Reception.

The aviation and aerospace world came together in June for the 52nd edition of the Paris Air Show, with Team Volusia Economic Development Corporation representing Volusia County. The event put local representatives elbow-to-elbow with movers and shakers of the aviation, aerospace and defense industries.

More than 2,300 exhibitors from 48 countries participated in the event, which featured 27 national pavilions and 140 aircraft presented in flight and/or at static displays. More than 3,400 credentialed journalists covered the event. French President Emmanuel Macron opened the event and welcomed 290 official foreign delegations from 98 countries, along with 322,000 trade and consumer attendees.

Volusia County's presence was highlighted by the collaboration of Team Volusia with Space Florida, Enterprise Florida, Florida Power & Light,

Embry-Riddle Aeronautical University and others. Team Volusia participated in the Florida Power & Light exhibit alongside representatives of Miami/Dade, Palm Beach and Brevard counties and across from Embry-Riddle Aeronautical University's exhibit, all within the Enterprise Florida village.

"Florida had the strongest representation of all the states," said Keith Norden, CEcD, president and CEO of Team Volusia. "There were many private sector Florida companies in attendance, which underscored the state's prowess as a player in aviation

and aerospace. By our having been invited to exhibit with FPL in its Powering Florida exhibit, we were able to pull up specific sites, data and details for visitors interested in Volusia County."

While delegate traffic was substantial throughout the show, Team Volusia had prearranged appointments with eight prospects who were in attendance.

"Conversations with all eight prospects were positive and already have led to subsequent contact with

continued on next page

Team Volusia takes part in Paris Air Show...continued from previous page



Left to right – Keith Norden with Crystal Stiles, director of FPL's Office of Economic Development, in the Powering Florida Exhibit within the Florida Pavilion.

several prospects," said Norden. "The Paris Air Show also provided a forum for refreshing prior contacts and prospects. There is so much good news emanating from Volusia County, our story was met with great enthusiasm. To be surrounded by leaders of the industry only strengthened our story."

Space Florida's Frank DiBello, Bernie McShay and Todd Romberger collaborated with Volusia County representatives, as did Stan Conley, vice chair of Enterprise Florida and Gulf Power. Embry-Riddle's presence was substantial with a contingent led by President Dr. P. Barry Butler and

including Senior Vice President Rodney Cruise, College of Engineering Dean Dr. Maj Dean Mirmirani, Chancellor of Embry-Riddle Worldwide Dr. John Watret and others.

Embry-Riddle officials announced a new customizable cybersecurity program tailored to the aviation industry – from aircraft systems to the infrastructure that supports them. Its' National Security Agency Certificate of Completion program was announced at the show and introduced from the main campus the following week.

"Embry-Riddle is in the unique and trusted position as the higher education leader in aviation and cybersecurity to arm industry manufacturers and operators with the most proactive, advanced and up-to-date strategies in dealing with potential attacks on their infrastructure," said Dr. Butler.

"The importance of this event cannot be overstated," said Norden. "It's absolutely essential for those engaged in aviation and aerospace. For us to have participated with so many leaders of those industries elevated Volusia County's game immeasurably."

Addressing homelessness

Neighborhood Center of West Volusia making strides



The City of DeLand has partnered with the Neighborhood Center of West Volusia to construct a 5,000-square-foot facility to better serve homeless people in West Volusia. The city will construct the facility and then contract with the Neighborhood Center to operate it.

The Neighborhood Center, founded in 1969, is an emergency shelter that helps homeless people get back on their feet. Currently, the facility can provide immediate shelter for 10 people for up to 30 days. Additional services include meals, counseling, job counseling and a supportive drug- and alcohol-free environment. Staff works in collaboration with local agencies to assist individuals in finding employment. The center also offers transitional housing for single men and women, single women with children, and families.

In January, the Volusia County Council unanimously approved a \$1.13 million grant to the City of DeLand for construction of the new facility, which would include 20 crisis shelter beds and a day center. More recently, the County Council agreed to match up to \$125,000 a year for five years to help with initial operating costs.

"This will help with fundraising since it effectively doubles each dollar

raised," said DeLand Mayor Bob Apgar. "We appreciate the county's participation in funding the homeless shelter. Our challenge now is to raise the rest of the money needed, and we are making good progress."

In addition to funding from the County Council, the City of DeLand has provided a financial boost, having committed to giving \$50,000 a year for five years to help cover operating costs. Deltona has also pledged \$50,000. Other annual pledges include \$20,000 from DeBary, \$15,000 from Orange City, and \$1,500 from Lake Helen. Churches, individuals and businesses have pledged another \$98,800.

The Neighborhood Center is one of three active projects in play to assist the homeless and help them return to independent living.

Hope Place in Daytona Beach is being created to serve homeless children and their families. The project has received widespread support from

the public and private sectors. This comprehensive facility is being created on the site of the former Hurst Elementary School. The County Council committed \$3.5 million toward construction of a 55,000-square-foot assistance center. Subsequent support from the County Council includes an additional \$327,000 for capital improvements, along with \$400,000 a year for five years toward operating costs.

The First Step Shelter in Daytona Beach received \$2.5 million from the Volusia County Council to fund capital costs and \$400,000 a year for five years to help with operational costs. The 100-bed facility will be built on city-owned property along U.S. Highway 92.

All told, the County Council has committed more than \$12.25 million to help fund the three homeless shelters over the next five years.

VOLUSIA COUNTY Industrial Development Authority

A useful tool in the highly competitive economic development arena is the industrial revenue bond (IRB), a type of financing that allows private entities access to tax-exempt bonds that can save on interest costs. This type of financing is an alternative to applying for a conventional commercial loan directly from a bank, and the corresponding need to follow traditional terms and conditions. IRBs can provide access to long-term financing for capital projects at favorable interest rates that in some instances may make the difference between the feasibility or the impracticability of the proposed project.

Florida Statute 159, which includes the Florida Industrial Development Financing Act, provides guidance on the allowable uses for revenue bonds. In general, project costs that can be financed with the proceeds of an IRB include land and depreciable capital expenses. However, financing for working capital or non-depreciable expenditures (other than land) cannot be included.

Applications for IRB financing are reviewed and evaluated by the Volusia County Industrial Development Authority, or IDA.

"The IDA exists to help local businesses grow and to help attract new employers to the area," said Dennis Stark, who chairs Volusia County's IDA and has been active on its governing board since it was established.

Upon completing its review and analysis to ensure the request meets the requirements needed to qualify for this type of funding, the IDA makes a recommendation to the Volusia County Council for financing authorization.

"The revenue bonds that may ultimately be approved by the County Council and funded by a bank or other lender can provide a longer term and a preferable interest rate for the borrower to offer bond investors," Starke explained.

However, the applicant must prove credit worthiness to qualify for a favorable IRB financing recommendation. The Volusia County IDA typically requires an investment grade rating or a letter of credit as a guaranty of repayment.

An improving economy and the uptick in industrial productivity have resulted in several 2017 applications for IRB financing, the first since 2007. The IDA has recently met to review these applications for revenue bond financing or for refinancing of existing revenue bonds. Examples include a request by Thompson Pump for IRB financing of its new facilities in Port Orange, and for refinancing of bonds associated with assisted living facilities in DeLand and Holly Hill.

"The IDA is a great resource for just the right projects," said Stark, who recently retired from a 35-year career in banking. "Some projects' size and financing align with our requirements better than others, of course. When we are able to provide an industrial revenue bond recommendation for these projects, we can save the applicant time and money, which can lead to local economic expansion and the need for a larger workforce, i.e. more jobs."

Members of the Volusia County IDA are appointed by the Volusia County Council. In addition to Starke, members include Vice Chair James Smith, Secretary Don Kane, Rick Dawson and Dr. D. Kent Sharples. Rob Ehrhardt, director of Volusia County's Economic Development Division, is the registered agent for the IDA, and his division provides staff support for the authority. To learn more, visit <https://www.volusia.org/government/special-districts/vcida.shtml>

CEO XChange as a game changer

Succeeding in a world of disruptive innovation

By JOHN WALSH
Publisher
Palm Coast Observer
Ormond Beach Observer
Port Orange Observer

Disruptive innovation is a watchword in the world of technology. It describes the underpinning of some remarkable 21st century businesses, such as Airbnb and Uber. While it is not often used in the newspaper industry – whose obituary is written and refreshed daily – it is very much a factor relative to the way newspapers serve their readers and advertisers.



John Walsh

There are lessons for all businesses, whose world can invert almost spontaneously. No exceptions.

Those of us engaged in the community news business are acutely aware of this and have capitalized on disruptive innovation. While the manner in which people get their news is changing at warp speed, consumer demand for hyper-local news is stronger than ever. Media that deliver community-oriented news develop a more intimate relationship with readers while providing a fertile environment for advertisers to capture the attention of those readers.

This is precisely what we experienced when launching the Observer in 2010. The launch was successful in terms of our product, operations and distribution. Not only was the enterprise profitable within three months, it was on a sustained growth curve. However, on the good-news-bad-news meter, while revenues were rising, profits were not. I needed some objective analysis of what we were doing right and what we were doing wrong in order to right the ship.

Having learned about the CEO XChange program at Daytona State College's Small Business Development Center, I thought this program could offer the kind of analysis that would help profits grow in concert with rising revenues.

The CEO XChange is a facilitated peer-to-peer executive roundtable program that serves business leaders and owners. It provides a confidential forum for discussion of challenges, threats and opportunities facing business leaders. The program assembles a group of chief executives who collaborate and work through issues they face in running small and medium-size businesses.

I've participated in similar groups over the years, but the CEO XChange is the best one yet. I have always believed in the value of sharing best practices, learning from those who are smarter than I, setting goals and being accountable for reaching those goals. As a beneficiary of the CEO XChange, I also feel accountable to the CEOs who helped me establish lofty but attainable goals.

The CEO XChange helped sharpen my focus and implement new processes and procedures that changed my business for the better. Revenues have been growing, margins have increased 30 to 40 percent and expenses have been managed downward. Being held accountable to a dozen other CEOs improved the analysis of my business and validated solutions to the challenges I was facing. The results speak for themselves, which is why I frequently recommend the CEO XChange to any executive who seeks to improve his or her business.

The Small Business Development Center at Daytona State College is a member of the Florida SBDC Network, a statewide agency funded in part by cooperative agreements with the U.S. Small Business Administration, Defense Logistics Agency, State of Florida, and other private and public sector partners.

Campus Scientific honored Incubator company named Innovator of the Year



Celebrating at the awards ceremony – held at Fenway park (note Green Monster and snow-covered outfield) are Jim Beckmann, CEO; Ellen Calmas, Co-founder of Neighborhood Pay Services, and Rich Levitan, President of Neighborhood Pay Services.

Campus Scientific, a financial services company, has been honored with the 2017 Silver Medal ACH Innovator of the Year Award for its Tuition Assurance program. The award was presented by the NACHA Excellence in Payments Awards competition and PYMNTS.com.

NACHA, the National Automated Clearinghouse Association, is a non-profit membership association charged with overseeing the Automated Clearing House (ACH) system, which operates the largest electronic payment network in the world. PYMNTS.com is a leading site for the payments industry and a premier source of information about the rapid evolution of payments and commerce.

The NACHA Excellence in Payments Award honors individuals and organizations that have shown superior leadership and accomplishment in the development, implementation or advancement of domestic or international electronic payments.

"In looking to solve a huge problem with rising tuition costs and defaults that keep students from receiving their diplomas, we identified areas of opportunity to innovate. We transform how installments work into a new paradigm in tuition payments that can make college more afford-

able to cash-strapped students and their families," said James Beckmann, president of Campus Scientific and a leader among consumer affinity programs.

Of the recognition by his industry's leading trade organizations, Beckmann said, "It is an honor to be recognized by the leaders of our industry and to be included alongside top winner Bank of America Merrill Lynch, a leading global brand."

Developed at the University of Central Florida Volusia County Business Incubator, Tuition Assurance gives students a "pay as you study" solution that enables seamless payments through automatic payroll deposits directly from a student's, parent's or sponsor's employer. The program works with an SaaS payroll platform to make it possible for more students to afford college costs with a more user-friendly alternative to interest-bearing loans that can quickly mount to long-term, crippling debt. Unique to the company's program, multiple

family members will be able to contribute in a hassle-free manner to a student's tuition obligation when enrolled at a school offering Tuition Assurance.

Tuition Assurance is a membership program and division of Campus Scientific, based in Daytona Beach. The company is introducing the program to business affairs departments and other senior level management of the Florida College System, which encompasses the 28 state colleges educating more than 800,000 students annually. Tuition Assurance will operate in partnership with Neighborhood Pay Services, the national leader in payroll direct deposit programs.

Volusia County Business Incubator powered by the University of Central Florida Incubator Program is located at Daytona Beach International Airport and is overseen by the Volusia County Economic Development Division.

Dougherty Manufacturing hits its stride in Edgewater

How to manufacture success



"Dougherty Manufacturing is an extraordinary company with a very bright future," said Virgil Kimball, a business specialist with Volusia County's Economic Development Division. "This company has not only mastered disciplines of manufacturing, it has created new disciplines."

The company was formed in 2012 and began manufacturing custom truck beds for various clients. Later it designed an innovative underground storm shelter called Life Pod Shelters that was capable of withstanding nature's deadliest storms. The company's use of advanced fiberglass systems allowed for the shelters to be buried beneath a home's garage or foundation without rotting or rusting.

As sales began to take hold and the company developed a dealer network, it was exploring other products, many of which required specialized systems that either did not exist or were not readily adaptable to the company's needs.

"Today, Dougherty Manufacturing has become one of the most diverse manufacturing companies in the Southeastern United States," said Zach Bass, the company's marketing director. "Not only do we work in composites fabrication, but we have a mastery of metal fabrication as well, a rare combination to be found under one roof. These processes are backed by a full engineering team."

Early on, the company began designing and manufacturing boat steps, filling a niche that was directly related to

boating safety as well as boat sales. Now, its steps are manufactured in multiple configurations and are in use all over the world. In fact, its boat steps often are branded with the logos of boat manufacturers that subsidize the cost of the steps with advertising co-op money, a catalyst for Dougherty's sales.

Another specialty area the company fulfills is custom manufacturing for many of the world's leading amusement companies and theme parks. Much of this work is done under the cover of nondisclosure agreements, protecting the interests of Dougherty's customers who operate in the highly competitive world of entertainment. But it is safe to say that it is not likely that you have been to a major theme park that does not use products engineered or manufactured by Dougherty Manufacturing.

With such a high degree of specialized manufacturing, Dougherty Manufacturing is particularly committed to growing the skilled labor force from the ground up. "We invest heavily in educating educators so they understand that their students can enjoy gratifying and lucrative careers in manufacturing," Bass said. "While specialized training is required,

workers entering manufacturing may be able to get the training they need more quickly and without the burden of having financed four years of college tuition. We have even hosted a specialized training course that attracted students from across the state, even at the middle-school level.

Bass refers to the Infusion Technology Training Course that Dougherty Manufacturing helped bring to the area in May. The intensive course was attended by 100 students plus other manufacturers; it featured a curriculum of Composites One and the Closed Mold Alliance. The course targeted skills specific to the boat manufacturing industry, composites fabrication, fiberglass, architectural parts, military contracts, infrastructure repair, after-market automotive work, racing and aerospace.

"We are evangelistic about careers in manufacturing," said Sarah Dougherty, the company's cofounder, in her presentation to the 1 Million Cups entrepreneurs' forum. "There is a compelling need for skilled labor in our community, and that translates to some great career opportunities for those who consider working in manufacturing."

Shriners shine in Daytona Beach



Gary Berganske was instrumental in the selection of Daytona Beach as the venue for the Shriners Imperial Sessions in 2017 and 2018.

The Shriner's Imperial Session on opening day of the convention at the Ocean Center in Daytona Beach.



NASCAR driver David Ragan, who drives the Shriners Hospitals for Children® Ford was on hand to support the Shriners Imperial Session.

Thousands of Shriners and their families from all over the world made their way to Daytona Beach July 9-13 for their Imperial Session and a week of fun-in-the-sun.

Putting on a business convention of this type required a tremendous amount of county wide coordination. "This was a community effort of the highest order," said Bob Davis, President of the Lodging and Hospitality Association of Volusia County.

The entire community worked together to ensure the Imperial Session was an outstanding event.

A pre-convention week included a variety of excursions throughout the county so convention delegates could get an appreciation for all there is to see and do countywide. And they'll be back when Shriners International holds its Imperial Session July 15-19, 2018.

"With the session ending just days ago, we're still compiling information but we're hearing great things from the Shriners, our partners and the community," said Lori Campbell Baker, Executive Director of the Daytona Beach Area Convention & Visitors Bureau. "Not only does a convention of this size bring a positive economic impact to the county, it also creates tremendous marketing exposure for our community among

Shriners across the nation and around the world. Many were visiting the Daytona Beach area and Volusia County for the first time.

Angela Daniels, Assistant Director of the Ocean Center agreed. "The Ocean Center was particularly proud to host the Shriners, and honored to host an organization that does so much for children in our communities."

Aside from the Imperial Session's business sessions many fun events, like the Shriners parade on AIA, were open for the community to enjoy including the:

- Marketplace at the Ocean Center with more than 150 vendors
- Golf competition at LPGA International
- Walk, Ride or Drive for Love® at Daytona International Speedway
- Nights of Music Bandshell concerts

- Fab Four Beatles tribute concert at the Ocean Center
- Motorcycle ride
- Ballyhoo at the Boardwalk
- Night at Jackie Robinson Ballpark

About Shriners International

In 1922 the Shriners founded the first Shriners Hospitals for Children® in Shreveport, Louisiana. Since then this unique philanthropic organization has grown to become an extraordinary health system with 22 facilities in the United States, Canada and Mexico. Shriners Hospitals for Children® are changing lives every day through innovative pediatric specialty care, world-class research and outstanding medical education. The hospitals provide advanced care for children with orthopedic conditions, burns, spinal cord injuries, and cleft lip and palate.

Economic development 101

Economic development and industrial lands

by **PEDRO LEON**

*Business Manager / Business Assistance
Volusia County Economic Development Division*



Pedro Leon

An increasing pace of economic recovery is evident in trend data at the state and national levels; Florida, in particular, has demonstrated significant job and business growth. Volusia County is no exception, having had some success in attracting new and expanding companies.

The community collaboration for attracting new businesses is led by Team Volusia in partnership with the CEO Business Alliance and other stakeholders including cities, chambers of commerce, commercial realtors, CareerSource and educational institutions. Because retaining and attracting industrial jobs and capital investment is increasingly competitive, a portfolio of large-acreage, ready-to-go sites is an important advantage.

Site selection and location decision time frames have less time than ever as deadline-driven companies and their consultant teams consistently choose sites that offer rapid development timing and quick facility start-up. To meet the site profile demands of higher value corporate industrial prospects, we will need to offer our best site locations. As much as possible, winning industrial sites

are competitively located, large enough to handle future growth and close to needed utilities.

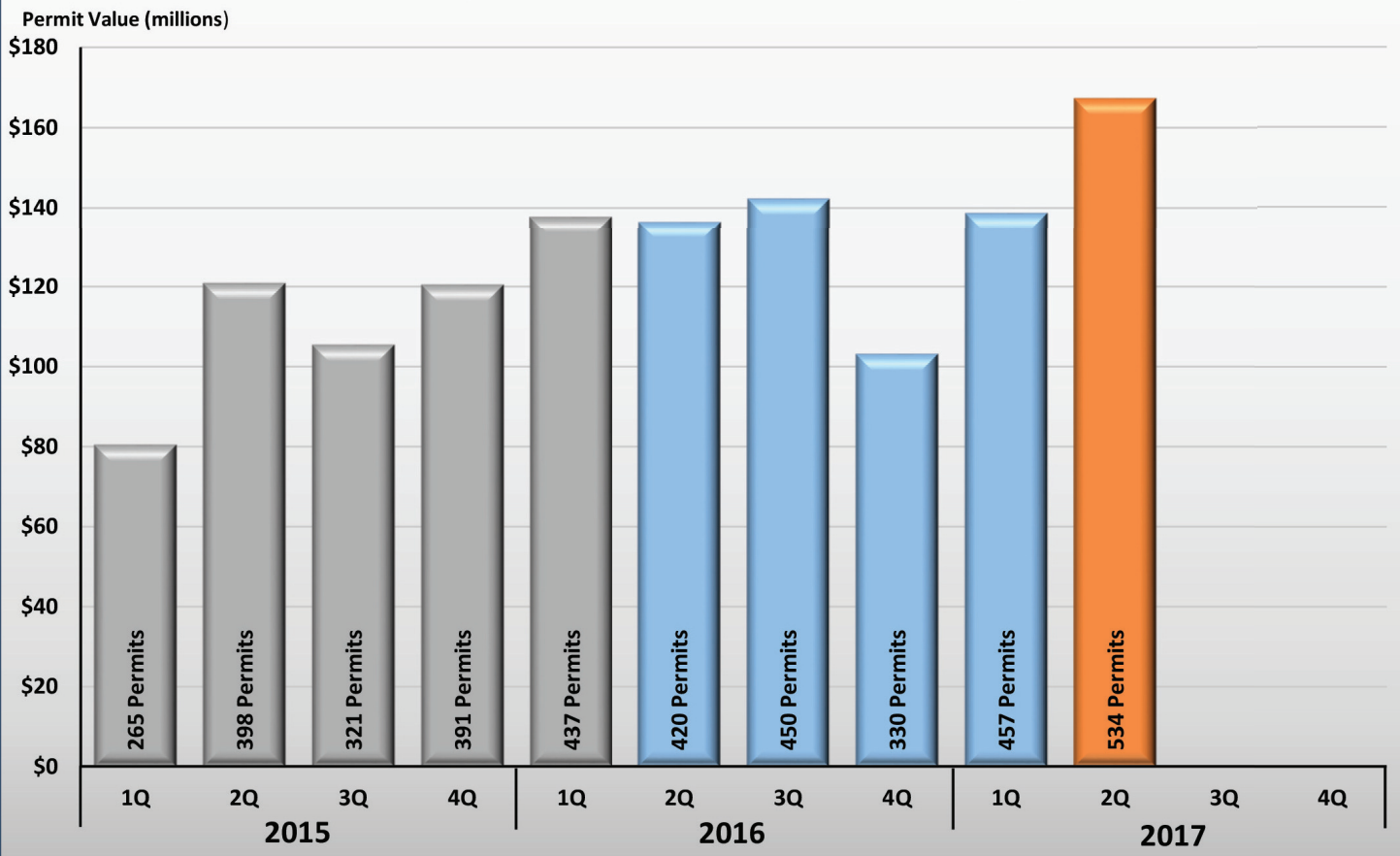
Volusia County Government has contributed to this effort by having initiating a collaborative community-wide industrial land study using geographic information system (GIS) maps. The project is known as the Volusia County Economic Development Industrial Land Study (EDILS). Staff from Volusia County's Information Technology/GIS Division, the Property Appraiser's Office, and Division of Economic Development have been gathering and refining city zoning and industrial land information from city partners and the existing county-wide parcel database.

The study has filtered the parcel database and developed an interactive GIS mapping tool. EDILS maps can

identify and display the location and parcel characteristics of existing industrially entitled parcels. EDILS mapping software can also filter for selected nonindustrial parcels that could be considered candidate sites for industrial development if rezoned in the future. These include the presence of industrial zoning, overall size, major road proximity, and level of development permitting complexity.

These themed GIS maps and tables will help in highlighting some of the most competitive site selection parcels based on their attributes. We will continue to work with our partners in refining and updating this information for use by all jurisdictions.

Volusia County Residential "New Construction" Building Permit Data

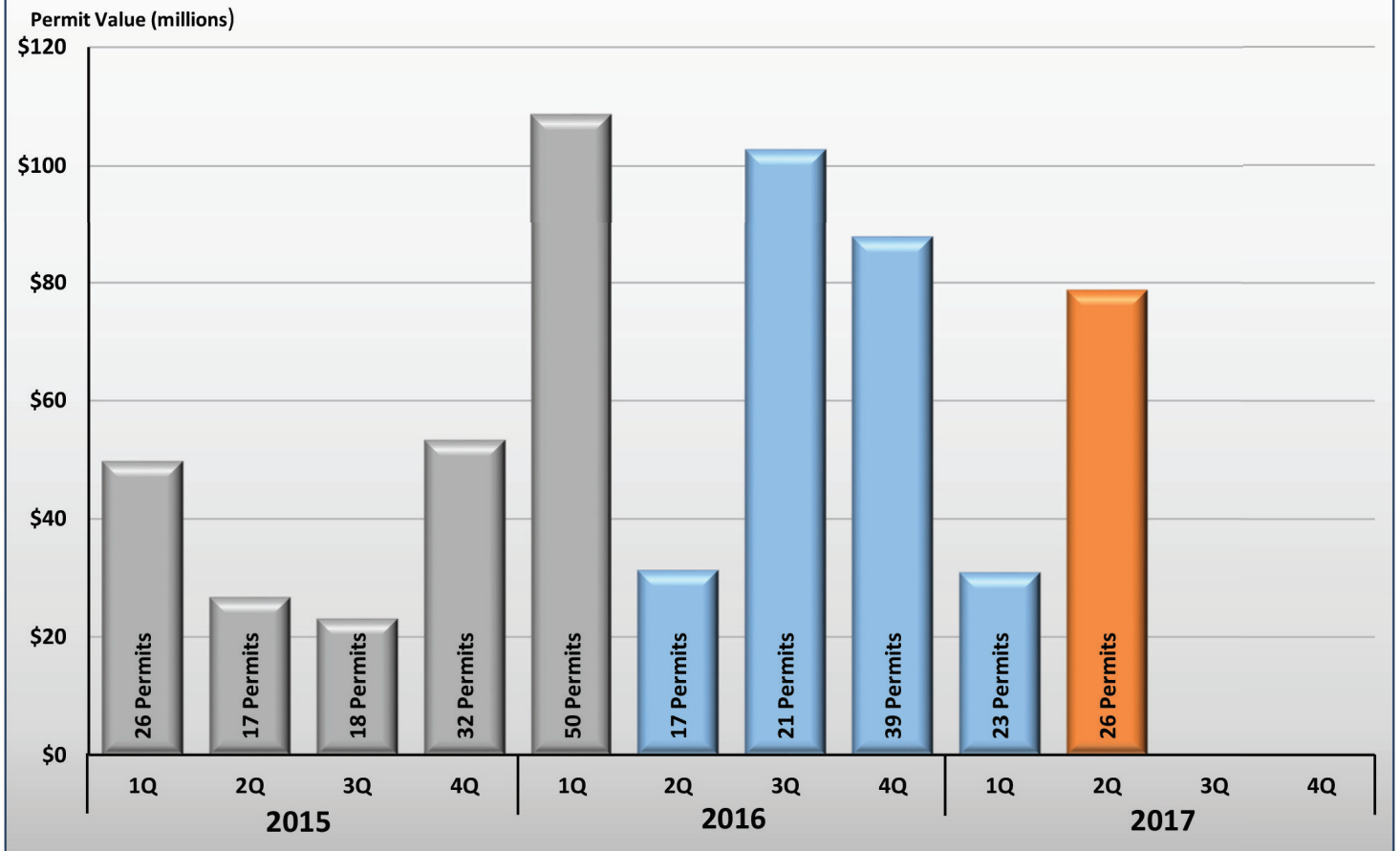


Volusia County Residential "New Construction" Building Permit Data

	2nd Qtr 2016		3rd Qtr 2016		4th Qtr 2016		1st Qtr 2017		2nd Qtr 2017	
	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value
Daytona Beach	47	\$10,221,053	43	\$11,987,323	11	\$3,628,408	8	\$2,568,673	8	\$2,456,426
Daytona Beach Shores	1	\$285,000	0		0		0		1	\$1,483,000
DeBary	14	\$5,626,973	12	\$3,925,542	9	\$3,916,612	21	\$7,854,747	34	\$13,501,722
DeLand	116	\$38,709,509	94	\$30,709,013	70	\$23,081,726	88	\$29,637,887	78	\$24,407,180
Deltona	30	\$14,126,127	40	\$12,081,148	26	\$7,396,822	47	\$12,504,121	42	\$11,846,520
Edgewater	8	\$1,546,766	8	\$1,048,615	8	\$1,206,333	11	\$1,694,135	18	\$3,359,825
Holly Hill	0		2	\$105,000	0		0		2	\$371,000
Lake Helen	4	\$1,025,227	0		0		1	\$291,508	1	\$370,000
New Smyrna Beach	84	\$25,677,361	95	\$31,573,536	66	\$22,391,906	76	\$26,328,749	100	\$38,120,938
Oak Hill	2	\$311,935	3	\$454,616	0		2	\$333,950	3	\$385,990
Orange City	2	\$1,147,256	9	\$4,891,716	2	\$576,000	17	\$5,046,000	5	\$1,456,000
Ormond Beach	35	\$10,963,711	50	\$16,028,547	31	\$9,075,164	47	\$15,484,238	47	\$15,890,978
Pierson	0		0		0		0		0	\$0
Ponce Inlet	5	\$3,441,264	2	\$1,090,000	0		1	\$298,000	3	\$1,355,259
Port Orange	13	\$5,009,349	10	\$3,293,661	34	\$10,922,226	64	\$15,309,945	60	\$18,547,392
South Daytona	0		0		0		0		0	\$0
Unincorporated	59	\$18,402,853	82	\$25,182,038	73	\$20,929,147	74	\$21,383,927	132	\$33,804,581
Totals for Quarter	420	\$136,494,384	450	\$142,370,755	330	\$103,124,344	457	\$138,735,880	534	\$167,356,811

Source: City and County permit offices reporting new construction activity.

Volusia County Commercial "New Construction" Building Permit Data



Volusia County Commercial "New Construction" Building Permit Data

	2nd Qtr 2016		3rd Qtr 2016		4th Qtr 2016		1st Qtr 2017		2nd Qtr 2017	
	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value	Permits	\$ Value
Daytona Beach	5	\$19,371,620	5	\$69,284,280	11	\$15,931,369	8	\$3,757,023	11	\$47,777,355
Daytona Beach Shores	0		1	\$471,537	0		0		2	\$13,486,344
DeBary	2	\$1,935,651	0		3	\$1,331,847	0		1	\$200,000
DeLand	2	\$5,643,000	4	\$12,074,765	3	\$23,794,489	5	\$8,986,634	2	\$3,217,079
Deltona	0		3	\$9,052,299	0		1	\$12,633,572	0	\$0
Edgewater	0		1	\$513,000	0		0		0	\$0
Holly Hill	1	\$65,000	0		1	\$8,000	1	\$17,500	1	\$30,000
Lake Helen	0		0		0		0		0	\$0
New Smyrna Beach	2	\$1,575,000	4	\$5,131,279	3	\$11,295,942	0		1	\$1,084,844
Oak Hill	0		0		0		0		0	\$0
Orange City	1	\$363,854	0		1	\$678,000	2	\$2,614,000	1	\$2,855,000
Ormond Beach	0		2	\$1,277,056	1	\$1,517,106	1	\$630,000	2	\$2,487,947
Pierson	0		0		0		0		0	\$0
Ponce Inlet	0		0		0		0		0	\$0
Port Orange	3	\$2,250,006	0		16	\$33,235,118	4	\$2,267,165	0	\$0
South Daytona	0		0		0		0		0	\$0
Unincorporated	1	\$112,602	1	\$5,000,000	0		1	\$10,000	5	\$7,624,234
Totals for Quarter	17	\$31,316,733	21	\$102,804,216	39	\$87,791,871	23	\$30,915,894	26	\$78,762,803

Source: City and County permit offices reporting new construction activity.

On the Economic Scene

Volusia County Economic Development Division publishes a useful, quick-read, one page newsletter every Monday morning, *On the Economic Scene*. It arrives by fax and is a very popular publication. If you are not getting this publication and wish to receive it, submit your fax number to 386-248-8048, or fax it to 386-238-4761.

If you prefer to read it online, it is posted at floridabusiness.org/news-and-data-resources/index.shtml

Volusia County Economic Development Quarterly is a publication of Volusia County Government and is produced by the Volusia County Economic Development Division. It is produced for readers who have an interest in the area's business, economic development and real estate market. As an economic development tool, it is intended to provide information and statistics that have meaning to your business. To submit story ideas or offer comments, please contact Community Information Director Joanne Magley at 386-822-5062 or by email at jmagley@volusia.org. If you want to add a name to the distribution list, email ssprague@volusia.org. For more information about economic development in Volusia County visit floridabusiness.org.



